



The National Development Plan Project Update

Bahamas Society of Engineers Conference 2014

The Hon. Khaalis E. Rolle
Minister of State for Investments
Office of the Prime Minister

October 31st, 2014



Genesis of The National Development Plan Project

- 2012, Bahamas Approaches IDB for assistance with planning
- March 2013, IDB approved a Technical Cooperation, “Strengthening the Institutional Capacity of the Office of The Prime Minister”
 - \$450,000 Grant
 - Grant covers Development planning (\$330,000) and strengthening BIA (\$115,000) and knowledge dissemination (\$5,000), in kind contribution of The Bahamas Government.
- **Justification:**
 - **Common Vision.** The Bahamas has lacked a comprehensive and publicly discussed long-term strategy for the country’s economic development since its independence in 1973.
 - **Strategic Decision Making.** Without such a strategy, the prioritization of policies, programs and investment projects has most times been made on an ad hoc basis (Medium term strategies developed for Health and Education, etc); But no clear long term roadmap;
 - **Better Budgeting.** Need for a strategy that could be integrated into operational plans and the budget process;
 - **Integrated Investment Decisions.** Lack of a national strategy led to institutional fragmentation, inefficiencies and inconsistencies in investment (national and foreign) decisions over time, as authorities lack objective justifications to reject non-priority projects.



Project Activities: Technical Cooperation

- **1. Workshop on International experiences in National Development Planning Strategies.**
 - Led by Nicholas Miles, PHD in June 2013
 - Experiences shared by Cayman, Barbados, Jamaica.....
 - Terms of Reference drafted for NEDP consultancy

- **2. Preparation of a Long Term National Economic Development Plan (Phased Approach)**
 - Institutionalize the planning process
 - Stakeholders play an integral part in gathering the input for the national development plan, vision statement
 - Using previous research and plans which have been developed
 - Issues and concerns paper to be drafted
 - Final Report to be issued to the Government

- **3. Implement the National Development Plan**
 - Responsibility of all stakeholders



Keys to Successful Implementation of Project

- **Risk:** Implementation of the policy reform necessary to institutionalize planning
 - Major change in public policy formulation processes in The Bahamas (operational, cultural)
- **Mitigant 1: Centre of Government approach to the Planning.**
 - ✦ Within the OPM and will be legislated
 - ✦ Development of a planning and implementation monitoring tool and a governance mechanism to ensure that planning and execution occurs
- **Mitigant 2: Wide consultation and stakeholder approach**
 - ✦ Our job is to ensure that all stakeholders understand that this planning approach and the execution of the agreed plan is vital for the future of The Bahamas
- **Mitigant 3: Build Capacity in Planning and ensure that there is a “strategic planning space” in public administration.**



Selection of Consultants

- **Terms of Reference guided the request for proposals (RFP) process**
- **RFP published for bids in February 2013 – open, widely publicized and transparent process based on IDB procurement policies.**
 - **First round bidders were all above the contract amount**
- **Second Round RFP process**
 - **Selection Committee: 1 Public Official, 3 IDB Officials**
 - ✦ **University of West Indies – academic in experience with a strong focus on Trinidad & Tobago development model**
 - ✦ **IOS Partners Inc. – greater depth of experience, wider range of countries and types of development projects, wider access to a range of consultants that might be needed.**



Selection of Consultants, cont'd

- **Team of Consultants includes local and external expertise.**
- **International Firm – IOS Partners**
 - Florida-based firm specializing in economic development strategy
 - 15 years experience, 170 assignments in 100 countries
 - Jamaica, St. Lucia, Dominic, Cameroon, UAE and Qatar
- **Local Consultants – Winston Rolle and Peter Goudie**
 - Both qualified Bahamians
- **Contract signed on 18th August, 2014 (IDB/IOS)**



Commencement of Vision 2040 Activities

- **IOS Partners conducted a preliminary fact-finding mission 6-17 October, 2014**
- **Meetings were held with public and private sector, NGOs and civil society.**
- **There was a Project Familiarization workshop for stakeholders**
 - ✦ **Project fully explained and initial reactions from Bahamian stakeholders**
- **The Formal Public Launch of NDP will take place in November 2014**
 - **Press conference**
 - **Formal launch of the website, logo, facebook**
 - **Explanation to the people of The Bahamas of the Goals and Outcomes**
 - **Request for support by all Bahamians.**

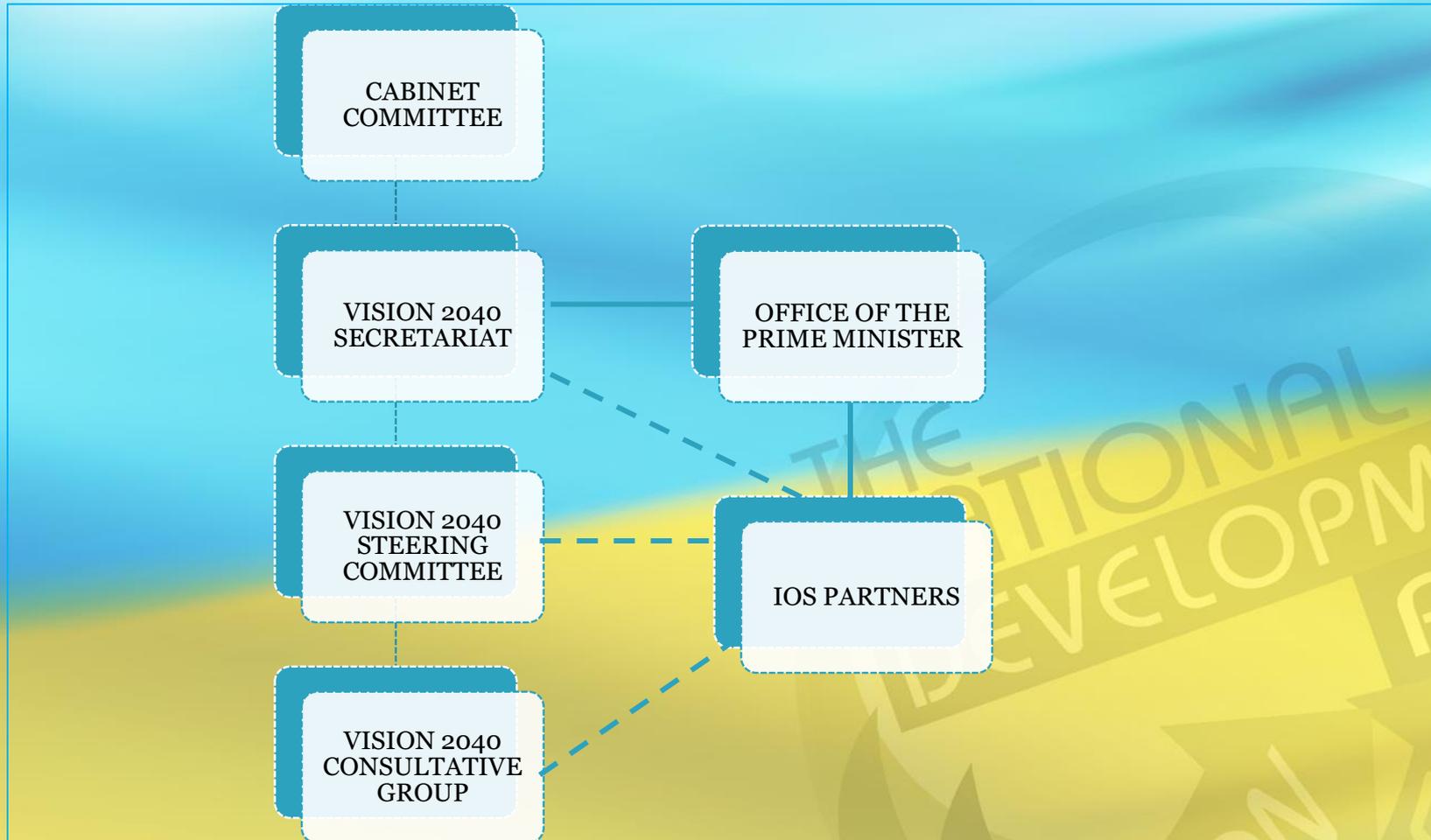


Project Deliverables and Timeframes

- **Phase 1 (October 2014 to February 2015)**
 - Creating the evidence base
 - SWOT analysis to include in-depth Socio-economic, Physical and Environmental assessments and Institutional and Governance Assessments
 - “Lay of the land”/ “Where we are Now” to produce a State of the Nation Report
- **Phase 2 (March 2015 to April 2015)**
 - Vision and strategy formulation through workshops with stakeholders (visioning, national goals, outcomes, monitoring and evaluation)
 - Draft National Development Plan
- **Phase 3 (April 2015 to June 2015)**
 - Revising the National Development Plan based on comments and feedback from stakeholders
 - Final Plan released



Governance Project Structure





Governance Structure of Vision 2040: Cabinet Committee

- A Cabinet Committee on Sustainable Development under the Chairmanship of the Prime Minister and Minister of Finance was approved last year.
- The Cabinet Committee will be supported by the Economic Planning Unit (EPU) to be established in the Office of the Prime Minister. The EPU will adopt a multi agency collegiate approach to the planning, implementation and monitoring of Vision 2040.
- The composition of the Cabinet Committee include:
 - Deputy Prime Minister and Minister of Works and Urban Development
 - Attorney General
 - Minister of Tourism
 - Minister of Agriculture, Marine Resources and Local Government
 - Minister of Transport and Aviation
 - Minister of Labor and National Insurance
 - Minister of Education, Science and Technology
 - Minister of Financial Services
 - Minister of the Environment and Housing
 - Minister of State for Finance
 - Minister of State for Investments



Governance Structure of Vision 2040: Project Secretariat

- A largely intergovernmental group charged with a myriad of duties ranging from administration to project management. The Secretariat is the connector between the Cabinet Committee, the Office of the Prime Minister and the Steering Committee.
- The Secretariat also has a direct connector to our technical support – IOS Partners.
- The individuals include:
 - Nicola Virgill-Rolle – Ministry of Financial Services
 - Samantha Rolle – Office of the Prime Minister
 - Carol Young – Bahamas Investment Authority
 - Carl Oliver – Ministry of Finance
 - Winston Rolle – Project Coordinator
 - Nikki Simmons – Office of the Prime Minister
 - Felix Stubbs, Chairman of the Steering Committee



Governance Structure of Vision 2040, cont'd

- a Vision 2040 Steering Committee drawn from stakeholders representing the cornerstones of Bahamian society, including: governance, critical infrastructure, access and connectivity, human capital, tourism, financial services and the green economy (i.e. the key thematic areas addressed in the Terms of Reference Document). It is intended that the Steering Committee will address key policy issues, encourage innovative solutions and monitor the overall process of the development of Vision 2040. It is proposed that the Steering Committee will be chaired by Mr. Felix Stubbs; and
- Vision 2040 Consultative Groups that serve as an extension of the Steering Committee and includes a wider cross section of Bahamian stakeholders including public, private, civil society and political organizations. These groups would be key points of contact to solicit wider input



Economic Development and Planning Unit in OPM

- **Serve as the Centre of Government for the execution of the Government's vision for the development of The Bahamas;**
 - This unit would have the mandate, organizational structure, staffing and capacity to carry out effective feasibility and impact assessments of all investment projects including FDI, private and public sector.
 - In addition, the unit would ensure the alignment of all prioritized projects with the National Development Plan.
- **Serve as a technical resource for the Ministries and agencies in the execution of the National Development Plan and their general strategic planning;**
 - Policy and program formulation
- **Effectively manage the project that will deliver the National Development Plan**



Other projects which impact the National Economic Development Plan

- **Bahamas has a number of ongoing projects:**
 - **Andros Ecosystem Services Development Plan;**
 - **Pilot for Development Master-plans using triple bottom line approach (economic, environment, community)**
 - **Integrated Coastal Zone Management Project (ICZM) with MEH;**
 - **Citizen Security**
 - **Performance Monitoring and Public Financial Management Reform**
 - ✦ **(i) Enhance the capacity to produce and provide access to quality information for evidence-based policy-making; and (ii) improve the ability to better allocate and track public funds:**
 - **(performance monitoring, Statistics, public financial management, public procurement)**
 - ✦ **Governance arrangements for Project Evaluation Tool (PET) with MOF**
 - ✦ **Ministerial Level Plans**

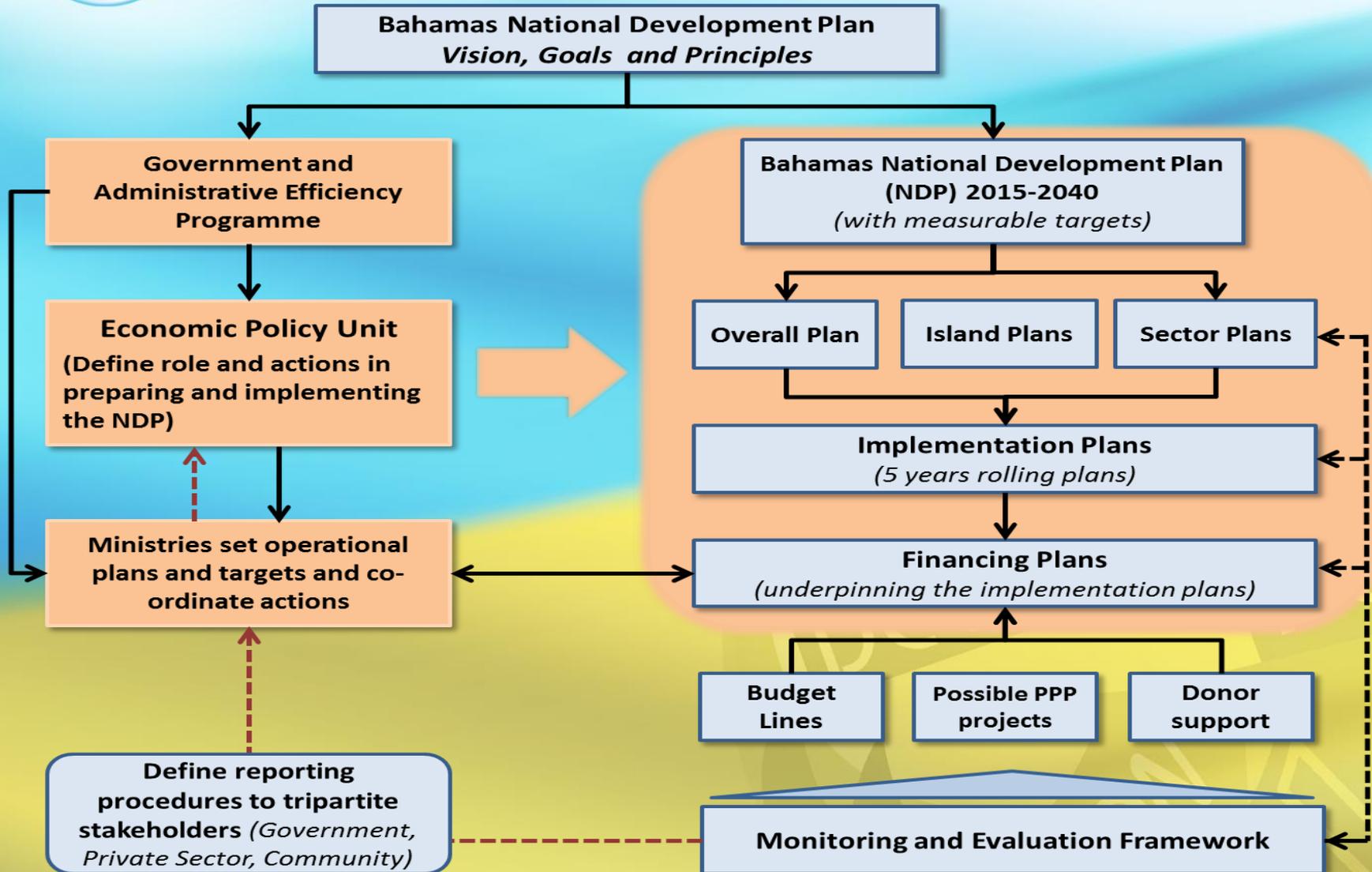


Ministerial Level Action Plans

- **To facilitate the national development planning process and to evoke a sense of ownership within the public service, simplified action plans to be requested:**
 - Provide an overview of their primary mission and organization goals;
 - Outline the main threats, challenges and key issues to the sectors that they serve;
 - Outline the proposed solutions to address these threats, challenges and issues;
 - Provide action plans for achieving the solutions; and
 - Provide a matrix of ongoing and planned major projects.



The Planning Framework





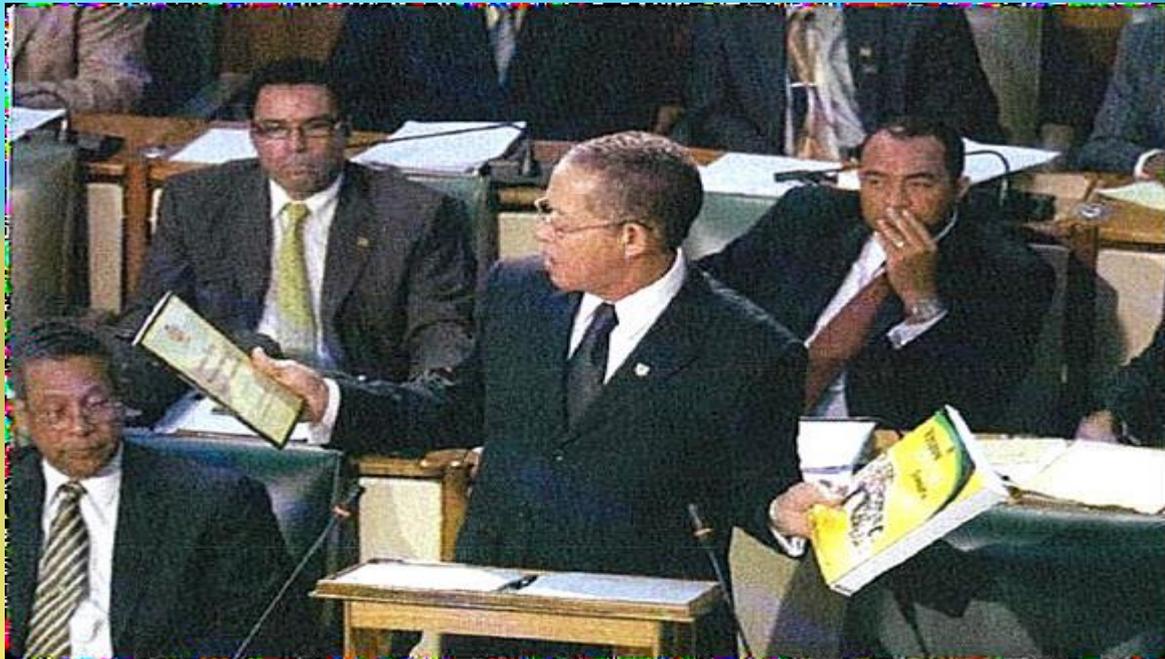
Critical Success Factors for the Plan

- **1. Robust Consensus and Participation:**
 - Political parties worked together guided by the National Plan
 - Social partnership - that is seen to 'work'- is vital
 - Society wide consensus building and social safety nets
 - Strong Public/Private Sector Participation
- **2. Effective Governance:**
 - The Plan centrally co-ordinated – by *The Joint Economic Council (JEC)*
 - JEC brings together Government, the Private Sector and the Community
 - Donors play a key role by providing financial and technical support
- **3. Strong Vision and Values :**
 - Plan supports constant search for *new drivers of economic growth*
 - Policy makers seek to adapt to the future rather wait and respond to shocks.
 - Government creates the *enabling environment* building resilience in the private sector



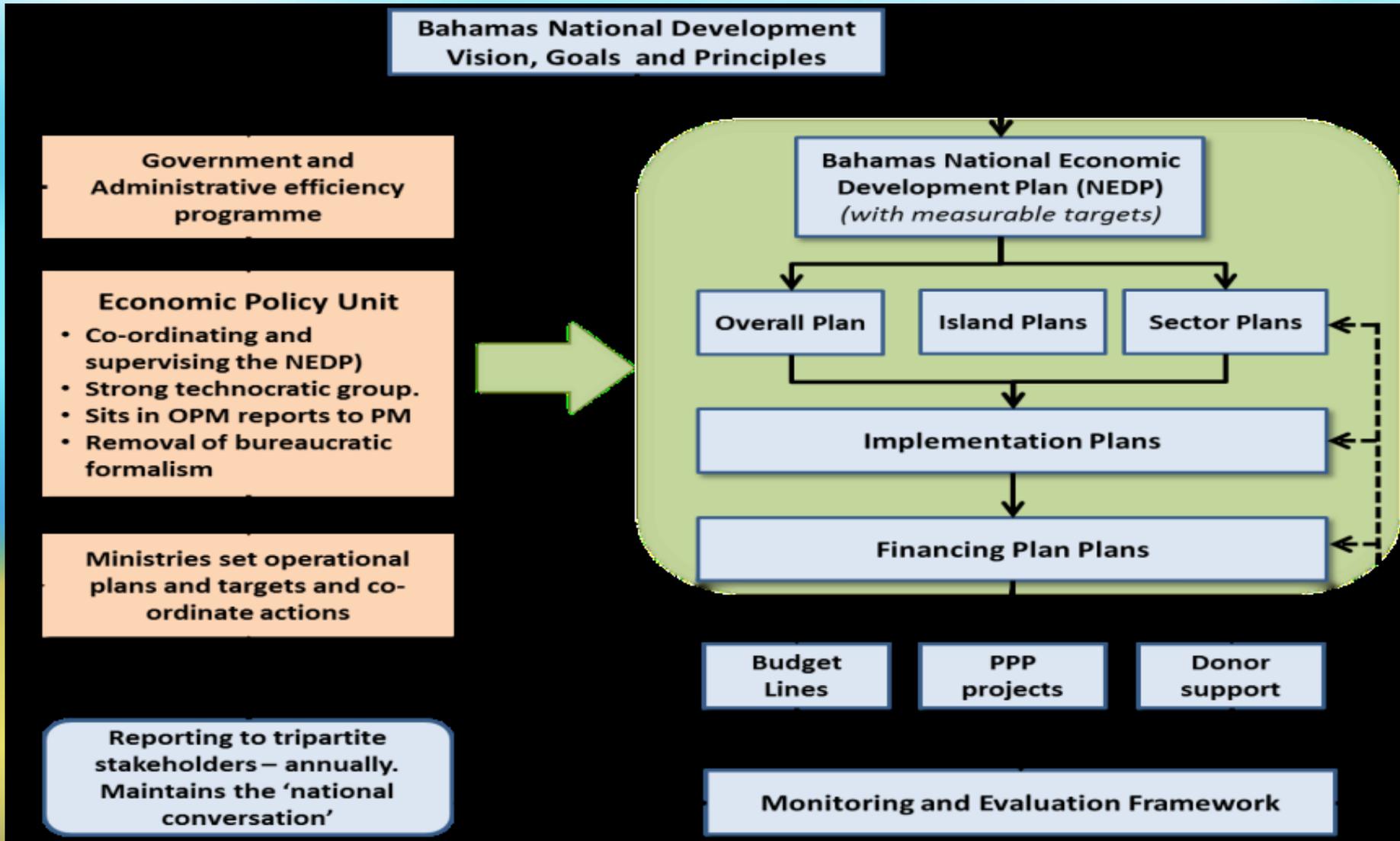
A Non-Partisan Mechanism

“Political manifestos in Jamaica are filled with promises, some of which are empty or even fiscally irresponsible. Thankfully, Jamaica also has a non-partisan set of documents that can be used as the yardstick to measure manifestos and past performance — Vision 2030 Jamaica” - David Mullings, the first Future Leaders representative for the USA on the Jamaican Diaspora Advisory Board.”





The Result





THANK YOU